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ABSTRACT

This annotated bibliography focusing on job sharing for teachers contains 37 book citations and 94 journal article citations. While the particular focus was on job sharing for teachers, general works which provide useful information on such arrangements have been included. A special effort was made to include all Canadian references related to job sharing. The majority of citations refer to literature written in the later 1970's or during the 1980's. (CB)

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BIBLIOGRAPHIES IN EDUCATION

No. 73

JOB SHARING FOR TEACHERS

November 1985

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JOB SHARING FOR TEACHERS

The particular focus of this bibliography is job sharing for teachers. However, where general works provide useful discussions of such arrrangements, they have been included. A special effort has been made to include all references relating to job sharing in the Canadian context.

The sources consulted in preparing this bibliography include: British Education Index (British Library), Canadian Books in Print (Univ. of Toronto Press), Canadian Business and Current Affairs (Micromedia), Canadian Education Index (CEA), Canadian Periodical Index (CLA), Current Index to Journals in Education (Oryx), Directory of Education Studies in Canada (CEA), Management Contents (Management Contents, Inc.), PAIS International (Public Affairs Information Service, Inc.), Point de Repère and Radar (Bibliothèque nationale du Québec), Resources in Education (ERIC), and Subject Guide to Books in Print (Bowker).

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Geraldine Gilliss
Director
Research and Information
Services

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BOOKS

* 1. Best, Fred. Work Sharing: Issues, Policy Options, and Prospects. Kalamazoo, Mich.: Upjohn (W.E.) Inst. for Employment Research, 1981. 217p. Available ERIC. ED 201 819. Microfiche only.

This monograph reviews the history and current relevance of work sharing and assesses the issues, policy options, job creation potential, and likely social and economic impacts related to the concept. Chapter 1 discusses work sharing in the past and work sharing as an alternative to the problem of unemployment in the future. Chapter 2 reviews issues of work sharing. These considerations are consolidated into the categories of impacts on productivity and price stability, job creation and preservation, level of participation and aggregate employment impact, social equity and targetability, flexibility of implementation and termination, administrative costs and regulatory effectiveness, and secondary social concerns. Chapter 3 focuses on seventeen public policies designed to redistribute existing and prospective employment opportunities through work sharing. They are grouped into four major categories: (1) subsidized worktime reductions (6 policy options), (2) limitation of worktime (5 options), (3) long term time-income trade-offs (4 options), and (4) voluntary time-income trade-off options for individuals (2 options). Chapter 4 compares work sharing options and then compares the most promising with other approaches to combatting unemployment.

* 2. Block, Alan W. Job Sharing: An Alternative to Traditional Employment Patterns. ERS Information Aid. Arlington, Va.: Educational Research Service, 1981. 49p. ED 202 111. Not Available ERIC.

In the face of declining enrollments and widespread reductions-in-force in school systems, job sharing can provide part-time positions for persons unable to work full-time and can allow some individuals to maintain their positions on a part-time basis as an alternative to being laid off. Job sharing can also benefit school systems by increasing the size of the potential applicant pool. Job sharing, however, is not a panacea for school staffing problems and administrators should weigh its benefits and drawbacks before determining its viability as an employment option. This publication examines various aspects of job sharing, including an overview of the general literature. It delineates the advantages and disadvantages of job sharing to employers and employees and gives specific consideration to job sharing in teaching. Also included are sample contract language, policies and guidelines from several school districts across the nation, and

legislation designed to enlarge opportunities for permanent, part-time work in California, Minnesota, and Hawaii.

** 3. Chenard, Marcelle. Project SAVE: Skills, Attitudes, Values, Essential for Employment. Final Report, 1982-83. Convent Station, N.J.: College of St. Elizabeth, 1983. 81p. Available ERIC. ED 240 338.

The Skills, Attitudes, and Values for Employment (SAVE) project was designed to explore the needs of women in the workplace. An exploratory design was selected for the study with a target population consisting of 200 women working in companies in Morris County, New Jersey. From a self-administered questionnaire used to elicit information, the study showed that more women in the 40 and under group are college graduates than in the group over 41. The skills that seemed to be more important for the women studied were the self-management skills (self-assertion and public speaking) and functional skills (mathematics, statistics, English, computer-related skills, and career planning). The women also expressed the following needs: establishment of day care facilities, flexible work schedules, job sharing, financial planning, and exercise classes. Of the women in this study, 56 percent had a continuous work-career pattern. The majority of the women in this study perceived a positive correlation between participation in training and its helpfulness for getting a job, being promoted, and working efficiently.

* 4. Commission of Inquiry into Part-Time Work. Part-time Work in Canada. Ottawa, Ontario: Labour Canada, 1983.

The Commission presents the information collected on job sharing in a separate chapter in this extensive study of part-time work arrangements in Canada. The history of job sharing and experiences in other countries are briefly reviewed, attitudes of various groups are presented, workers discuss reasons for choosing this option and their experiences with it. Advantages and disadvantages to participants are summarized.

** 5. Duttweiler, Robert W. Job Sharing: An Alternative to Traditional Employment Patterns. 1982. 22p. Available ERIC. ED 218 729.

Taking the view that job sharing is a positive alternative for workers and employers, this article defines job sharing in broad terms and describes its evolution from the Fair Labor Standards Act of 1938 to the present. The advantages, such as increased productivity, are felt to be impressive, but disadvantages also exist, including significant cost

increases to employers and lack of support from management, unions, and the federal government. However, federal and state interest is increasing, especially because of high unemployment and the current recession. California's Work Sharing Unemployment Insurance program, which allows payment of partial benefits to work sharers, has resulted in more people working and less money being expended for unemployment compensation. Other experimental programs have been successfully implemented in the public and private sectors. As employers become the initiating force behind job sharing, it will become firmly established in both male and female occupations. Problems to be worked out before that occurs include consideration of salary advancement and career promotion, greater attention given to accurate job descriptions and performance evaluation, and identification of the kinds of jobs that can be shared.

6. Evaluation of Job Sharing in the Department of Education: Tenured Employee Pairings and Public Librarians: a Report to the Legislature. Hawaii: Legislative Auditor, 1984. 17p.

7. Evaluation of the Job Sharing Pilot Project in the Department of Education; a Report to the Legislature of the State of Hawaii. Honolulu, Hawaii: Legislative Auditor, 1980. 39p.

Feasibility of job sharing as an employment alternative for classroom teachers.

** 8. Eyde, Lorraine D. Flexibility through Part-Time Employment of Career Workers in the Public Service. Professional Series 75-3. Washington, D.C.: Civil Service Commission, Personnel Measurement Research and Development Center. 1976. 23p. Available ERIC. ED 132 400.

Based on speeches presented to the National Civil Service League and to the Washington Suburban Sanitary Commission, this article reviews key publications and summarizes Federal statistics on part-time employment. A review of the evidence concerning the effectiveness of part-time workers shows positive results. The need for collecting hard evidence is demonstrated and areas in which research is needed are described. The paper identifies barriers to the expansion of the part-time scheduling concept, describes jobs that might be performed on a part-time basis, and shows how part-time employment fits into the personnel ceiling system. The advantages and disadvantages of part-time employment to both managers and employees are stated and comparisons with flextime are made.

** 9. A Guide to Developing a Job Sharing Project. Palo Alto, Calif.: New Ways to Work, Feb. 1976. 73p. Available ERIC. ED 134 798.

This manual provides a vehicle for women and others to organize and promote part-time jobs for themselves. It is organized as an instructional module which can be used as the basis for a workshop. The introduction section includes desired outcomes for participants and a brief suggested outline for a workshop. An exercise is included in each section to reinforce key concepts and to allow participants to apply these concepts to their own situations. Background information on job re-structuring is provided to assist individuals and employers. The manual is organized so that a workshop leader can read through the module, select the information to present and structure a workshop to meet the needs of the particular group. The bibliography is partly annotated and covers relevant studies, legislation, and background sources.

** 10. Hawaii State Department of Education. The State of Hawaii Department of Education Job Sharing Pilot Project. Honolulu: Hawaii State Department of Education, Sept. 1978. 28p. Available ERIC. ED 198 298.

Intended to test the feasibility of job sharing in Hawaii's schools, this project was set up to provide job sharing of one hundred teaching positions on a fifty-fifty basis between experienced tenured teachers and new hires. The report describes the purpose and intent of the project; defines job sharing; establishes tentative guidelines for start-up; sets criteria for selecting job sharers; outlines the job sharing application procedure and a tentative time schedule for the project; and sets up administrative controls, including mechanisms for principal approval, changes, and termination. It also contains the forms used in setting up the project, including the following: employee fringe benefits, request for job sharing, proposed job sharing plan, teacher request for job sharing, applicant summary selection sheet, new hire and summer school hire teacher interview assessment sheet, temporary teacher's appointment agreement, and notification of personnel action.

** 11. Hewes, Dorothy W., and others. Employers and Families: Strategies for Mutual Benefit. San Diego Symposium (April 15, 1983). Summary. San Diego, Calif.: San Diego State University, April 1983. 31p. Available ERIC. ED 233 799.

Pros and cons of family-related benefits from both the employee's and the employer's viewpoints are first delineated in this transcription summarizing symposium

presentations. Subsequent addresses focus on (1) the acceptability, availability, and affordability of employer-supported day care (in slide/cassette format); (2) reasons for and ways of providing flexible compensation and benefits; and (3) work time options, including part-time, job-sharing, and flextime employment. Also included are a report on the National Employer Supported Child Care Project and a discussion of child care options for employers and families in San Diego County.

** 12. Hirschlein, Beulah M., and William J. Braun (eds.). Families and Work. Proceedings Series of the Family Study Center Conference (Stillwater, Oklahoma, March 19-20, 1982). Volume 5. Stillwater: Oklahoma State Univ., Family Study Center, March 1982. 150p. Available ERIC. ED 247 446. Microfiche only.

These proceedings explore issues pertaining to the combination of work and family roles from the perspectives of the family, business, government, labour, and the non-profit community. The six keynote addresses include an historical overview of families and work followed by unique perspectives representing labour, corporations, government, and the family. Specific topics are: union negotiations to deal with conflicting demands of work and family life; corporate accommmodations to family needs; influencing policy decisions relating to families and work; trends in women's employment, demography, and family composition; and the changing role of the homemaker. The nine concurrent sessions reflect a rich diversity of viewpoints concerning families and work. Emphases include stresses in the family, sex roles and work, an historical perspective of families under stress, coping skills, distribution of household work, ethnic and minority differences, work policy, corporate policies and benefits, and public policy. Six reports on original research relate to methods of assessing conflict between family life and employment, role multiplicity of female academics, the impact of work on the mildly handicapped and their families, comparison of mothers' and daughters' sex-role attitudes, work roles and quality of family life among professionals and managers, and job sharing to manage family and employment roles.

** 13. Hohn, Marcia D. The Complete Guide to Job Sharing. 1982. 75p. Available ERIC. ED 226 112.

This booklet provides information on job sharing that resulted from the research and experience of the Merrimack Valley Job Sharing Project. An overview of the topic considers the need for job sharing, employer benefits, types of jobs shared, job division, benefits, employer costs and savings, financial

considerations for job sharers, perspectives for the employer, and disadvantages to job sharing. The second section identifies places where job sharing is happening and the types of jobs involved. It presents comments from people currently sharing jobs and/or involved in their supervision to reflect the major advantages and disadvantages for both the employer and the employee. A description follows of the Merrimack Valley Job Sharing Project, an 8-month demonstration project in job sharing for 12 women of professional background. Information is provided on how the project started, goals and objectives, proposed and actual implementation, and conclusion and recommendations. The final section addresses finding a partner and developing functional resumes and joint functional résumés. Samples of résumés and a cover letter are included.

14. Ivantcho, Barbara. A Selected Bibliography on Work Time Options. San Francisco, Calif.: New Ways to Work, March 1983. 35p.

    Flexitime, compressed work week, part-time employment, job sharing, phased retirement, leaves, and work sharing are discussed.

15. Job Sharing in the Schools: A Study of Nine Bay Area Districts. A Preliminary Report. Palo Alto, Calif.: New Ways to Work, Feb. 1976 41p. ED 122 393. Not Available ERIC.

    Under job sharing, two people share responsibility for one full-time position. Each person has a permanent, part-time job with salary and fringe benefits prorated according to hours worked. For this preliminary report, nine districts were selected for discussion. Participating teachers were enthusiastic in their endorsement of the practice. The teachers offer insight into such areas of concern as prior relationships between those sharing a job, the division of tasks, scheduling of time, decisions on goals, and communication. Few districts have enunciated specific policies and procedures concerning job sharing. Administrators involved, however, have provided information on current practices upon initiation of the option, the reversibility of the change to job sharing, and the handling of fringe benefits and salary advancement. In addition, district perspectives on possible financial savings and on the qualitative benefits derived from sharing are presented. Included in the appendix is a chart of current practices in the districts reviewed.

* 16. Kumar, Krishna. Job Sharing Through Part Time Contracts. A Consideration in the Context of Declining School Enrolments in Ontario. Toronto: Commission on Declining School Enrolments in Ontario, 1978. 36p. Available ERIC. ED 197 466.

Two questionnaires were sent to all school boards and a sample of teachers in Ontario to assess how receptive boards and teachers are to job sharing as an alternative work pattern in schools affected by declining enrollment. The report gives the background of the concept of job sharing and an analysis of the benefits, work situations, and problems relating to implementation of such a work pattern. The data collected indicate that most respondents are not enthusiastic about job sharing. The authors therefore recommend that job sharing be initially tested in limited and carefully supervised situations, as in special, low enrollment programs, and that part-time teaching and off-work periods be offered to those who would prefer such an arrangement.

17. Lee, Patricia. The Complete Guide to Job Sharing. Toronto: Wiley Publishing, 1983. 136p.

* 18. Levitan, Sar A., and Richard S. Belous. Shorter Hours, Shorter Weeks; Spreading the Work to Reduce Unemployment. Baltimore: Johns Hopkins University Press, 1977. 94p.

There are not now -- nor will there be for some time -- enough 40 hour-a-week jobs to absorb the expanding American labour force. Reduced worktime, work sharing, and alternative work patterns have been almost ignored by government policy makers as effective tools in fighting unemployment.

** 19. Long, Marion C., and Susan W. Post. State Alternative Work Schedule Manual. Washington, D.C.: National Council for Alternative Work Patterns; National Governors' Association, 1981. 117p. Available ERIC. ED 205 703.

During recent years there has been increasing interest within both the public and private sectors in the use of alternative work schedules. While a sizable body of literature exists on the use of work scheduling variations among private employers, there is a dearth of information concerning the extent and impact of alternative work schedules in state government. This manual was created in an effort to fill that gap. The manual is the result of a comprehensive survey of state personnel departments and other state agencies to determine the extent and scope of alternative work schedule arrangements in state government. The manual includes, on a state-by-state basis, information on flexible work hours,

compressed workweeks, permanent part-time employment, job sharing, transition retirement, and voluntary time-income trade-offs. It provides both an overview of activities undertaken on a statewide basis and concise, detailed summaries of programs in selected agencies within state governments. Because of space limitations, every agency surveyed in every state is not included; however, an attempt has been made to include representative samples of the types of programs available in each state.

** 20. McCarthy, Maureen E., and others. Work Sharing Case Studies. Kalamazoo, Mich.: Upjohn (W.E.) Inst. for Employment Research, 1981. 277p. Available ERIC. ED 211 673.

Designed to provide private sector employers with the practical information necessary to select and then to design and implement work sharing arrangements, this book presents case studies of some 36 work sharing programs. Topics covered in the case studies include the circumstances leading to adoption of the program, details of compensation and administrative arrangements, and perceived and measured advantages and disadvantages of given programs. Following a discussion of such measures for temporarily reducing work hours as shortened workweeks, rotation layoff, and short-time compensation, seven case studies of various temporary work hour reduction programs are set forth. Examined next are 15 programs involving such practices to facilitate permanent reduction of work hours as shorter workweeks, part time, and extended holidays and vacations. In an analysis of flexible worklife options, case studies are presented of 15 programs utilizing voluntary time-income trade-offs, leaves, and phased retirement.

* 21. Meier, Gretl S. Job Sharing. A New Pattern for Quality of Work and Life. Kalamazoo, Mich.: Upjohn (W.E.) Institute for Employment Research, Feb. 1979. 187p. ED 177 678. Not Available ERIC.

Job sharing, a new option in permanent part-time employment, is attracting national attention as a viable alternative to more traditional patterns of work. Job sharing is defined as an arrangement whereby two employees hold a position together, whether they are as a team jointly responsible for the whole or separately for each half, dividing time, salary, and fringe benefits. A survey of 238 job sharers was conducted to determine the characteristics of the people choosing this alternative work pattern and their experiences and responses to the job-sharing situation. Job categories represented include teachers (26 percent), administrators (25 percent), clerical (15 percent), counseling and social service (13

percent), and researchers (9 percent). The remaining category consists of such diverse occupations as editors, librarians, bank tellers, physicians, and food service workers. The study includes a review of the definitions and experiments through which the job-sharing concept has evolved, an analysis of the survey data, and selected indepth interviews with partners, supervisors, and some of their full-time coworkers, and concludes with some policy implications for more extensive use of this alternative work pattern.

* 22. Meltz, Noah M., and others. Sharing the Work: An Analysis of the Issues in Worksharing and Jobsharing. Toronto: University of Toronto Press, 1981. viii + 90p.

One answer to unemployment is to spread available opportunities among more people. This book examines the advantages and disadvantages for labour, management, and government of two related types of innovative work arrangements: worksharing -- the shortening of the work week to prevent layoffs; and jobsharing -- the conversion of full-time jobs into permanent part-time positions to suit changing employee preferences. The effect of such a plan is studied in relation to costs to the government, unemployment rates, work incentives, and employer's labour costs. The impact on junior and senior employees, and on the union, is also considered. In relation to jobsharing, the authors predict a continuing increase in the number of persons preferring permanent part-time employment. This comes from the rising number of multiple-earner families, changing values about male and female roles in the labour force, and the desire for a more flexible and gradual approach to retirement. The authors conclude with recommendations for policy changes to encourage worksharing and accomodate jobsharing.

* 23. Moorman, Barbara, and others. Guide to Policies and Contracts on Job Sharing in the Schools. Palo Alto, Calif.: New Ways to Work, 1980. 40p. Available ERIC. ED 195 808. Microfiche only.

Job sharing -- two persons sharing one full-time position -- is becoming increasingly popular in the nation's schools. This guide provides information on policies and contracts and collective bargaining implications, based on practices in California, where job sharing is allowed in 27 percent of the school districts. Provisions of policies and contracts for the following topics are included: the application process, pairing, selection, sharing schedules, compensation, benefits, return to full time, substituting, contingencies, and considerations for future policies and contracts. Suggested contract language for each of these areas is provided; and a model collective bargaining contract is

included. Appendices contain lists of California school districts whose policies or contracts were reviewed for this guide; sample collective bargaining contracts; sample individual employment contracts; California Assembly Bill 3339, which permits job sharing; and a list of publications available from the New Ways to Work "Job Sharing in the Schools" project.

* 24. Moorman, Barbara, and others. Job Sharing in the Schools. Palo Alto, Calif.: New Ways to Work, 1980. 78p. Available ERIC. ED 197 088. Microfiche only.

Job sharing is defined as "two people sharing the responsibilities of one full-time position with salary and benefits prorated". The concept focuses on positions usually offered only as full-time jobs, often in professional and managerial categories. This book is a guide for teachers and administrators on the implementation and use of job sharing in school districts. The first three chapters of the handbook introduce the concept of job sharing, provide two views of job sharing by administrators who have had job-sharing teachers in their districts, and includes experiences drawn from studies in Framington (Massachusetts), San Francisco Bay Area, Hawaii, and California. Chapters four and five explain why and how job sharing works in the schools, including information on why teachers share, starting the program, designing a partnership, the role of the principal, and benefits and rights. The last chapter evaluates the experience of job sharing, analyzing its costs, impact on education, and reactions of parents, administrators, and teachers' unions and associations. Appendices include methodology of the New Ways to Work study, job sharing practices in twenty-two California school districts, a job sharing proposal, California Assembly Bill 3339, sample evaluation forms, and a list of New Ways to Work job sharing publications.

** 25. Nishimura, Charles H., and others. The Feasibility of Job Sharing by Public Employees in Hawaii. Some Preliminary Considerations. Honolulu: Hawaii University, Legislative Reference Bureau, July 1977. 152p. Available ERIC. ED 158 016. Microfiche only.

A two-part study was conducted to determine the feasibility of implementing job sharing in state and county governments in Hawaii. First, a literature review was performed to obtain an overview of the job sharing concept and of the results of its implementation in other state and local governments and businesses. The legislation relating to job sharing in Maryland, California, and Palo Alto, California, was examined. Presented in part 2 is information that was gathered to construct a framework for an investigation of job sharing in

public employment in Hawaii. The fringe benefits of public employees were investigated and an analysis was made of the cost impact of job sharing by using hypothetical models. From the two parts the following conclusions were reached: (1) job sharing is too new a concept to draw firm conclusions as to its merits and faults. Thus, the other findings are to be considered theoretical, and followup studies need to be conducted; (2) Job sharing appears to reduce fiscal/economic costs when compared with the standard costs of hiring one full-time employee; and (3) If the secondary employee is presently supported either by welfare or unemployment insurance, there appears to be an overall reduction in costs to state and local governments. The appendices and exhibits in the report include copies of the legislation requesting the feasibility study, a list of the resource persons consulted, the methodologies to determine the cost of a welfare recipient sharing a job and the supplemental unemployment insurance benefits, and a bibliography and chronological history of job-sharing.

** 26. Olmsted, Barney. Job Sharing: General Information. A Handbook for Employers. Palo Alto, Calif.: New Ways to Work, 1980. 15p. Available ERIC. ED 197 087. Microfiche only.

Arranging work time in new and flexible ways has been a topic of growing interest for the past ten years. This handbook for employers explains one way in which jobs can be made more flexible -- job sharing. It discusses ways that work hours can be shared with potential benefits for employers and employees. Topics discussed include definition of job sharing, kinds of jobs that can be shared, benefits to the organization, employer concerns, union attitudes, how job sharing works, potential problems, ways to make job sharing successful, and reactions from supervisors of job sharers. A chart of possible job sharing arrangements is also included.

** 27. Olmsted, Barney, and others. Job Sharing in the Public Sector. Palo Alto, Calif.: New Ways to Work, 1979. 85p. Available ERIC. ED 197 089. Microfiche only.

Job sharing is defined as "two people sharing the responsibilities of one full-time position with salary and benefits pro-rated". The concept focuses on positions usually offered only as full-time jobs, often in professional and managerial categories. This book presents an overview of current job sharing and permanent part-time employment practices in city, county, state and federal agencies. The first chapter of the book defines job sharing, discusses the background of job sharing in light of the changing needs of workers, and points out potential benefits of job sharing,

such as more efficient use of human resources, aid in recruiting employees, and maintaining quality in human services programs. The second chapter discusses considerations affecting successful implementation of job sharing, such as cost factors, union cooperation, lay-off rights for part-timers, establishing quotas, personnel ceilings, reversibility, and recruitment. The third chapter explains how to design and implement a job-sharing program, while the fourth contains case histories of six job-sharing experiences in government agencies. Appendices contain a glossary, a summary of the case histories, a list of available project studies and reports, a sample flyer, a model survey designed to assess current employee interest in a permanent part-time or job-sharing program, alternative recruitment sources, recommended supplementary reading, and a publications list.

** 28. Oregon State Dept. of Education. Staffing Alternatives: Use of Retired Persons, Flex-Time, Job Sharing and Other Suggestions. Suggested Personnel Policy Guidelines for School Districts. Revised. Salem: Oregon State Department of Education, September 1983. 25p. Available ERIC. ED 243 251.

This report addresses three alternatives in employing certified and classified staff in school districts: early retirement, flexible working hours, and (in the most detail) job sharing. It is noted that financial reductions make it difficult for schools to meet both their budgets and rising community/parental expectations, while declining enrollments and the increasing age of school personnel further complicate the staff management problem. Early retirement is suggested as a means of reducing the total number of school employees. To illustrate features of such programs, results are cited from a survey of Oregon school districts using early retirement. Alternative daily schedules are briefly noted as a way of staggering work schedules and serving staff needs. Job sharing is emphasized, with analyses of the advantages and disadvantages to both job sharers and school districts. Union objections to job sharing are summarized as well. Included are some tips on implementing job-sharing arrangements. Appendices provide (1) a job-sharing checklist, (2) a bibliography, and (3) a description of a series on creative cost management.

** 29. Paul, Carolyn E. A Human Resource Management Perspective on Work Alternatives for Older Americans. 1983. 30p. Available ERIC. ED 234 228.

This study examined work alternatives for middle-aged and older persons from two perspectives. The first perspective

focused on personnel policies of the employer that relate to the development and administration of employment options. The second perspective concentrated on public policy variables that influence or could influence the availability of options through their effect on both employer policy and older persons' use of work alternatives. Seven employment options tailored for the specific use of middle-aged and older Americans by progressive employers were evaluated. A case study method was used with information obtained through telephone interviews with managers of 25 companies with progressive personnel policies. The employment options included job sharing, phased retirement, labour pools of retired personnel for part-time work, active job recruitment of older persons to fill open positions, job redesign, job transfers, and retraining programs. It was found that managers provide employment options to middle-aged and older personnel when it is in their organization's best interest to do so. The options represent an inexpensive human resource tool for managing older workers. It was also determined that few older workers take advantage of the work options, principally because of lack of communication between management and workers and because of the reduced income such options often entail. The findings of the study point to the need for government marketing strategies to sell employment options to employers, unions, and older persons.

* 30. Saskatchewan Teachers' Federation. Report of the Ad Hoc Committee on Part-Time Teachers. Regina: Saskatchewan Teachers' Federation, 1985. 55p.

After presenting a statistical summary of the incidence of part-time teaching and job sharing in Saskatchewan, this report presents the results of a survey conducted to determine the characteristics of part-time teachers and their reasons for working part-time. The perceptions of principals, directors of education, the members of the Women in Education Advisory Committee and local association presidents on the practices of job sharing and part-time work are presented. Proposed policy statements on salaries and related matters, contributions and benefits, protective provisions, school-related issues and professional considerations are included. The final section of this report is a handbook on job sharing for teachers. Discussions include: a history of job sharing, planning the partnership, scheduling responsibilities, substituting arrangements, implications for principals and comments from participants in job-sharing arrangements.

** 31. Shore, Jane. Alternative Work Patterns: Implications for Worklife Education and Training. Worker Education and Training Policies Project. Washington, D.C.: National Institute for Work and Learning, 1980. 55p. Available ERIC. ED 200 734. Microfiche only.

This monograph explores the major categories of alternative work patterns, e.g., flexitime, permanent part-time employment, job sharing, the compressed work week, and reduced work time. Advantages and disadvantages of each type are discussed, and new insight is offered into an unexplored dimension of the major types of alternative work patterns: their differing implications for adult worker participation in education and training activities. After examining the implications of these differing schemes on educational and training opportunities, the paper sets forth a series of recommendations for the attention of business, labour, education, and government officials to assess and seize the opportunities present in more flexible work arrangements.

** 32. Stockard, Jean, and Joan Kalvelage. A Selected Annotated Bibliography on Job Sharing. Eugene: Oregon Univ., Center for Educational Policy and Management, 1977. 10p. Available ERIC. ED 139 125.

Twenty-nine entries including research reports, bibliographies, and a congressional hearing concerning working patterns of less than full-time employment.

** 33. Tanimura, Clinton T. Job Sharing Pilot Project in the Department of Education: Final Evaluation. A Report to the Legislature of the State of Hawaii. No. 81-10. Honolulu: Hawaii State Legislature, Senate, 1981. 62p. Available ERIC. ED 199 531.

This evaluation of a three-year pilot project in the Hawaii Department of Education focused on the extent to which it demonstrated the feasibility of job sharing as an employment alternative for classroom teachers. It also assessed project effectiveness, examined costs incurred by the project, and analyzed job sharing as a permanent employment option. The project was found to be effective in achieving objectives of the job sharing program. These were to offer an alternative employment option, to provide more employment opportunities for unemployed teachers, to create more stimulating environments for tenured teachers, and to provide additional educational stimulus for students. Examination of the total costs of the pilot project showed that savings in direct operating costs continued to accrue to the state. Administrative costs continued to be minimal, while the main cost saving considerations were the lower earnings of the new

hires as compared to tenured teachers. Considerations in establishing job sharing as a permanent employment option were determined, including eligibility restrictions, collective bargaining considerations, effect on retirement benefits, teaching conditions and requirements, and recruitment of new hires.

34. Work in America Institute. New Work Schedules For a Changing Society. Work in America Institute, Inc., 1981. 128p.

35. Work in America Institute. New Work Schedules For a Changing Society: Executive Summary. Work in America Institute, Inc., 1981. 55p.

** 36. Yarger, Sam J., and others. Creative Authority and Collaboration. A Collection of Position Papers. ISTE Report IV. Washington, D.C.: National Center for Education Statistics (DHEW), Office of Education (DHEW), Washington, D.C. Teacher Corps, June 1976. 176p. Available ERIC. ED 129 735.

The Inservice Teacher Education (ISTE) Concepts Study was designed to study the data needs in this area and to conceptualize the area in such a way that the Teacher Corps could guide its activities more effectively in light of the facts and opinions of the field. Report IV deals with the problems of creative authority and collaboration. Eight papers are presented, each giving a different perspective on the development of collaborative models. One group of papers deals with three aspects of social change which are becoming increasingly important to the creation of inservice teacher education programs: job sharing, current and pending legislation; and the problems generated by the extension of the school downward to include younger children.

** 37. Zubin, Judie. Developing Women's Management Programs: A Guide to Professional Job Reentry for Women. 1982. 249p. Available ERIC. ED 217 805. Microfiche only.

The Women's Management Development Project (WMDP) -- initiated at Goucher College in 1977 to provide job reentry opportunities at the professional or management level to college-educated women in the Baltimore, Maryland, area -- is described. The program involves a 6-month course of cognitive and experiential training, combined with individual and group counseling, and is followed by a 3-month paid internship in a private business. These full-time positions are worked by two women on a time-shared basis. This guide describes in detail the Goucher experience in launching the WMDP and indicates how

other colleges can implement similar programs. Overall topics are as follows: project planning, staffing, developing and coordinating internships, recruiting participants, screening and selecting participants, the training course, counseling participants, time sharing, evaluation, and cost. Activities pertaining to the internships include: researching potential internship sponsors, producing the employer-oriented brochure, making initial contacts, securing commitments for internships, drafting position profiles, and coordinating with liaisons and supervisors. Participant screening and selection involves: using the preapplication procedure, conducting screening workshops, evaluating and interviewing applicants, pairing candidates for internships, checking references, and preparing finalists for internship interviews. Since the program is not designed to offer academic credit toward an undergraduate degree, the prerequisite of at least a bachelor's degree is considered necessary to maximize participants' chances for success in placement and future advancement. A course syllabus is appended.

ARTICLES

38. Age of technology may mean job-sharing, Axworthy warns. Sunday Star, pA18 August 7, 1983.

39. Alternatives to layoffs. Small Business Report, v8 n5 p9-10 May 1983.

    Employers are urged to investigate alternatives to layoffs -- a cost saving measure which negatively affects employee moral and often results in the loss of excellent employees. Alternatives discussed are reducing overtime, job sharing, in-house transfers, leaves of absence and early retirement.

40. Anderson, Ian. Two into one will go -- with a bit of a push. Educational Guardian, n20 p11 Jan. 20, 1981.

41. Axworthy got bum rap over job-sharing proposals -- Gwyn. Montreal Gazette, pB3 August 17, 1983.

42. Bayliss, Sarah. Job sharing: the case for half-time work. Educational Supplement, n3429 p8 Mar. 19, 1982.

* 43. Benson, J. Trade union attitudes to job-sharing in Australia and some lessons for the U.K. Industrial Relations Journal, v13 n3 p13-19 Autumn 1982.

Results of a survey of trade union attitudes toward job sharing in Australia are presented. Those unions that expressed interest believed job sharing had some advantages. However, they were very concerned with protecting the rights of their members to full-time work. Unions must develop policies that call for part-time work only on a voluntary basis and only if employees are protected from exploitation.

44. Bread and roses: job-sharing in management. Dimensions in Health Service, v62(4) p39-41+ April 1985.

* 45. Caplan, Sorrell, and Dorie Caplan. Job sharing helps teachers, administrators, and students. American School Board Journal, v168 n10 p33-34 Oct 1981.

This article describes how job sharing may help school districts faced with laying off teachers. Parents, administrators, and union leaders discuss the concept of job sharing.

46. Chamberlin, Patricia A., and Mary D. Jones. Planning a shared-schedule residency. Journal of Medical Education, v55 n6 p496-501 Jun 1980.

The details of a shared-schedule residency program in the Department of Pediatrics of the University of Texas Medical Branch at Galveston are reviewed. Problems encountered are presented along with suggestions for their alleviation and the benefits of job sharing are discussed. Guidelines for planning such a program are offered.

47. Changes in pension to foster job sharing. Globe and Mail (Toronto), p4 August 31, 1983.

48. Clutterbuck, D. Job sharing is winning wider support. International Management, v37 n10 p44E6-44E8 October 1982.

Job sharing, a concept now officially endorsed by the governments of the Netherlands and U.K., is increasingly being considered as a solution to high unemployment in other European countries. However, advocates of job sharing caution

that the concept is meant to satisfy varying employment needs, not to reduce unemployment. The use of job sharing as a training or retraining tool is discussed.

49. Clutterbuck, D. Why a job shared is not a job halved. International Management, v34 n10 p45-47 October 1979.

    The essential ingredient in job-sharing arrangements is a high degree of cooperation between the partners. The author notes that competition between the two can be disastrous. A successful job-sharing arrangement will probably result in partners working more than the required hours, increasing the overall productivity and catching each other's mistakes.

50. Clutterbuck, David. Work sharing takes off in the Netherlands: creating part-time work from full-time jobs becomes respectable. International Management, v36 p55-56+ September 1981.

51. Collins, Joanne A., and Anne-Marie Krause. Improving productivity through job sharing. Business Forum, n9 p4-7 Summer '84.

52. Conrad, J. What's happening -- in Nova Scotia [work sharing]. Canadian Nurse, v77 p47-48, September 1981.

* 53. Davidson, Wilma, and Susan Kline. How to get two experienced teachers -- for the price of one. American School Board Journal, v164 n9 p35-36 Sept. 1977.

    Two teachers describe how they share one job.

* 54. Davidson, Wilma, and Susan Kline. Job sharing in education. Clearing House, v52 n5 p226-28 Jan 1979.

    The author presents the advantages of job sharing for all school personnel, saying that education is particularly adaptable to this new form of employment. Current job-sharing programs in Massachusetts, California, and New Jersey schools are briefly discussed.

55. Dearman, Marion. Alternatives to unemployment. Los Angeles Business and Economy, v4 p18-21 Fall 1978.

    This article discusses experiments being tried across the United States to employ the chronically unemployed. These include establishing factories in the central city, use of

part-time workers, flexible hours, community plant ownership, and job sharing.

56. Diggs, J. Frank. Job sharing: for many, a perfect answer; as the ranks of part-time workers swell, many pair up to fill full-time positions. U.S. News, n93 p66-68 August 23 1982.

57. For more and more workers, an end to the 9-to-5 day: tired of the weekday grind? A small but growing array of people are working under new systems - flexitime, job sharing, four-day weeks. U.S. News, v82 p80+ April 4, 1977

58. Frease, Michael, and Robert A. Zawacki. Job-sharing: an answer to productivity problems? Personnel Administrator, v24 n10 p35-38,56 Oct 1979.

    Job sharing, pairing, splitting, all fall under the category of job sharing in employment situations which have most greatly benefitted women, students and retired workers. Cost reduction, more applicants, and productivity increases result from job sharing. Benefit package increases, accountability, continuity, and supervision difficulties with job sharing are disadvantages.

59. Friese, P., and E. Stefura. Job sharing, a solution to the personal energy crisis. Canadian Nurse, v79 p20-23, January 1983.

60. Gale, J. Putting it together. Home Magazine, v17 p3 October 1982.

61. Goodburn, Edna. Two for the plight of one. Junior Education, v5 n6 p11 June, 1981.

62. Granatt, D. Job sharing in industry. Industrial Society, v64 p16,30 June 1982.

    Job sharing is a different concept than part-time employment in that one full-time job is divided between two people. The needs of the work, the employer and fellow employees determine how a job is shared. Mothers, older workers and students are three distinct groups attracted to job sharing. Some of the benefits to the employer are a more flexible work staff, reduced absenteeism, increased productivity and higher motivation.

63. Griffiths, P. Changing patterns of work. Industrial Society, v65 p6-7 September 1983.

The need for more diverse and flexible working arrangements, especially for female workers, is reflected in the increase in part-time working arrangements. The pros and cons of job sharing are examined.

64. Harvey, D. Job-sharing: what's in it for the employer. Chief Executive (U.K.), p9-10 May 1983.

The implication of job sharing appears to be higher overhead and twice the bother. A more optimistic view is one of increased benefit to the employer at only slightly more cost. There are few examples of job sharing in Great Britain, but they have proven the concept to be labour efficient. Job sharing in several firms is discussed.

65. How to manage employees on alternative schedules. Management Review, v73 n8 p6 August 1984.

Accommodating employees by using flexible work schedules is found to increase productivity. Guidelines for managing employees under various work arrangements are detailed. Guidelines for work sharing and temporaries are included. Candidates should be screened and a work plan must be established.

66. Hutton, Clifford E., and Joy Simon McFarlin. Providing better university personnel through job sharing. Journal of the College and University Personnel Association, v33 n2 p36-38 Sum 1982.

Universities could benefit by offering more flexible part-time job opportunities such as job sharing, following an apparent national trend in accommodating social and economic needs. Institutions have many options in scheduling and allocating tasks. Possible benefits include improved employee attitude and productivity.

67. Job holders must share (Canadian Mental Health Assn) report says. Vancouver Sun, pA2 September 22, 1984.

68. Job sharing a kick in teeth for the long-time employee. Vancouver Sun, pA9 August 22, 1983.

69. Jobsharing -- can it work? Benefits Canada, v6(5) p8+ Sept./Oct. 1982.

70. Job sharing: can two work as cheaply as one? Manitoba Business, v41(9) p25 November 1983.

71. Job sharing doesn't seem like such a great idea when you consider that robots just hate being pushed around. Canadian Business, v56(10) p123 October 1983.

72. Job-sharing in Canada: an idea whose time hasn't come. Globe and Mail (Toronto), p7 August 26, 1983.

73. Job-sharing is a must for sane future: study. Montreal Gazette, pA7 September 24, 1984.

* 74. Job sharing/partnership teaching discussion paper released. Saskatchewan Bulletin, v47 n7 p4-5 Nov. 28, 1980.

The STF advisory committee on teacher welfare presents the findings of its investigation of the subject of job sharing. Advantages are cited. The effect of the practice on benefits, career opportunities and working relationships at the school level are discussed in detail. Models for contractual arrangements are suggested.

75. Job sharing plan catches on big in Calgary market. Calgary Herald, pC9 March 11, 1982.

* 76. Job-sharing plan lacks control mechanism -- CLC. Canadian Labour, v27(1) p10 January 1982.

The Canadian Labour Congress strongly opposes introduction of an unemployment insurance sharing scheme which would reduce the work of some to provide part-time work to others. It is felt that employers would be tempted to lay off full-time workers unnecessarily and then take advantage of the additional income that hiring part-time workers as replacements would bring them in government subsidies.

77. Job-sharing plan no answer -- editorial. Calgary Herald, pA4 August 9, 1983.

78. Job-sharing protested. Vancouver Sun, pA2 March 18, 1982.

79. Job sharing seen as jobless remedy. Vancouver Sun, pA11 August 8, 1983.

80. Jobbins, David. Two into one will go. Times Higher Education Supplement, n541 p10 March 18, 1983.

81. Johnson, Louise, and Lois A. Meerdink. Job sharing: an employment alternative for the career services professional. Journal of College Placement, v45 n2 p29-30 Winter 1983.

> This article describes and assesses job sharing as an employment alternative for career services professionals. The job-sharing format with regard to fringe benefits, scheduling, advantages, client reactions, potential problems, and specific factors that contribute to successful job sharing are discussed.

82. Kalvelage, Joan, and others. Reductions in force and affirmative action. Educational Economics, v3 n1 p12-14, 23 Jan/Feb 1978.

> By allowing permanent, part-time work and by creating positions for job sharers, school districts can redistribute available positions among current employees without reducing their numbers.

83. Kay, Jeanne. Job sharing in geography. Transition, v12 n2 p19-24 Summer 1982.

> Job sharing is an employment alternative in which two qualified individuals manage the responsibilities of a single position. The barriers to, and the potential advantages, disadvantages, pitfalls, and challenges of job sharing are discussed, especially as it relates to the geography profession.

* 84. Kings County: Job-sharing receives top marks. NSTU Teacher, v22 n8 p9, January 18, 1984.

> Two Nova Scotia teachers discuss their experiences during four years of job sharing.

85. Koblinsky, Sally A., and Kathleen F. Mikitka. Job sharing: a part-time career for a fuller life. Journal of Home Economics, v76 n4 p6-10,19 Winter 1984.

Job sharing is a rewarding alternative for those who wish to combine a career with child rearing, education, avocations, or leisure activities. Advantages and drawbacks for employers and suggestions for prospective job sharers are presented.

86. Krueger, L. When half a job is better than none. Maclean's, v95 p61-62, 64, November 15, 1982.

* 87. Kunkel, Audrey. Job sharing benefits teachers, students. Saskatchewan Bulletin, v49 n10 p[1]-2 Feb. 4 1983.

For those who can manage the financial implications, job sharing has a variety of benefits to offer. Participants in a pilot job-sharing project in Regina discuss the experience. Principals, students, parents, and teachers were happy with the results of the project.

88. Labour snubs Axworthy's plan for job-sharing. Toronto Star, pA1 August 8, 1983.

89. "Labour softening" on job sharing. Vancouver Sun, pA2 October 4, 1982.

* 90. Labreche, J. Two can work as cheaply as one. Financial Post Magazine, v[75] p22-24, 26, October 31, 1981.

The incidence and practice of job sharing is discussed.

* 91. Lang, Graeme. Regional variations in worksharing: the case of Newfoundland. Canadian Public Policy, v11(1) p54-63 March 1985.

92. Lavoie, Daniele. Le plein emploi ... partagé? Le Journal du travail, v7 n3 p6-7 avril 1985.

93. Lee, P. Job sharing -- a concept whose time has come. Office Administration and Automation, p28-30,88 April 1984.

A job-sharing program can be successful if it is well planned. A checklist is presented of the steps necessary for a

successful job-sharing program. Benefits to the employer are discussed.

* 94. LeNoury, J. Job sharing: a beneficial and viable alternative. Teacher Education, n22 p[84]-100 April 1983.

The author examines briefly the implications of declining enrolments, redundancy and new technology on the teaching force in Ontario. He suggests that job sharing is a viable and beneficial employment alternative for coping with and partially alleviating the problem of a declining teaching force. The article concludes with two case studies substantiating the author's arguments.

95. Merwin, Elizabeth G., and Sondra Voss. School nurses share a job. Journal of School Health, v51 n10 p644-45 Dec. 1981

Job sharing is a relatively new idea in which two or more people share the hours, the work, and the responsibilities of one job. Advantages and disadvantages to this situation are discussed in relation to the experiences of two nurses who shared a position as district nurse.

96. Mikitka, Kathleen Faith. Job-sharing couples in academia: administrative policies and practices. Journal of the National Association of Women Deans, Administrators, and Counselors, v47 n3 p21-27 Spring 1984.

Existing administrative policies and procedures for academic job sharing for married couples are examined in a survey of 12 institutions and 16 administrators. Results suggested growing consideration of job sharing by academic employers and pointed out advantages such as attracting high-quality faculty and extending faculty resources.

97. Milgate, Murray. Job-sharing programs as a remedy for unemployment. Economic Papers (Australia), n2 p68-74 May 1983.

98. Mills, James R. Leisure sharing: its time has come. State Government, v52 p75-79 Spring 1979.

99. Ministers view job-sharing idea. Vancouver Sun, pA12 August 10, 1983.

100. Morrison, M.H. Retirement and human resource planning for the aging work force. Personnel Administrator, v29 n6 p151-152, 154+ June 1984.

The aging workforce imposes new professional demands on human resource specialists. In the coming twenty years new employment and benefit options for older workers will have to be explored and implemented. New programs will have to include partial retirement, phased retirement, job sharing, training, career changes and flexible work schedules.

101. Newstrom, John W., and Jon L. Pierce. Alternative work schedules: the state of the art. Personnel Administrator, v24 n10 p19-23 October 1979.

Presents a typology of modifications to the standard work week, reviews the current state of research-based knowledge regarding the effectiveness of each major type of alternative, and presents implementation suggestions for personnel interested in adopting one or more of the alternative forms.

102. O'Kane, Patricia K., and Mary Meyer. Sharing a faculty position. Nursing Outlook, v30 n7 p411-13 July/August 1982.

This article describes the experience of two nursing faculty members who shared an assistant professor of nursing position. Positive and negative aspects of the experience are discussed. The authors point out that a unified and creative approach must be taken for this approach to succeed.

*103. Olmsted, Barney. Changing times: the use of reduced work time options in the United States. International Labour Review, v122 n4 p479-92 Jul-Aug 1983.

Since the mid-1970s a variety of factors have stimulated the growth of reduced and restructured work schedules in the United States: increased female workforce participation, changes in life-styles, new perceptions and expectations about work and time and, more recently, pressures from growing unemployment and inflation. This article addresses the increase in voluntary reduced work time arrangements that have developed in the United States in response to growing interest in alternatives to the standardised approach to scheduling. Permanent part-time employment, job sharing and voluntary reduced work time plans are defined, described and, to a limited extent, assessed. Civil service experiments and private industrial experiments with flex schedules are

highlighted. Comparison data tables of airline job sharing are featured, as is the Voluntary Reduced Work Time plan developed in Santa Clara County, California.

104. Olmsted, Barney. Job sharing -- a new way to work. Personnel Journal, v56 n2 p78-81 Feb. 1977.

The author describes the concept of job sharing, discusses the advantages and disadvantages to employees and employers, examines how widespread the practice is, and suggests ways that interested employers can implement this option.

*105. Olmsted, Barney. Job sharing: an emerging work-style. International Labour Review, v118 p283-97 May/June 1979.

A job-sharing program to hire two part time employees in place of one full-time meets needs of women with families, older persons closer to retirement and those wishing to work short hours. For a successful program, employee enthusiasm, supervisor agreement and institutional support are all necessary.

*106. Pelletier, G. L'emploi partagé. Education Canada, v24 n2 p36-39 Summer 1984.

L'auteur, qui a déjà lui-même partagé son emploi, traite de ce sujet chez les titulaires de classe au niveau primaire.

107. Questions on job-sharing -- editorial. Toronto Star, pA20 April 1, 1982.

108. Rangecroft, Ann. Job sharing for educational psychologists. AEP Journal, v2 n2 p18-22 Autumn 1983.

109. Rich, Les. Job-sharing: another way to work. Worklife, v3 n5 p2-6 May 1978.

A permanent part-time work force estimated at sixteen to seventeen million is one of the fastest-growing segments of the work population. The article discusses and presents some examples of job sharing -- two persons handling one job -- as a means of increasing employment, avoiding layoffs, and meeting individual needs.

110. Rogers, Rick. Where part-time flexibility means a full-time bargain. Guardian, p13 Jan. 18, 1983.

111. Rosow, J.M., and R. Zager. Punch out the time clocks. Harvard Business Review, v61 n2 p12-14,16+ March 1983.

The five forms of new work design are flextime, permanent part-time, job sharing, compressed workweeks and work sharing. All forms cost little or nothing to start, require no changes in plant or technology, require no restructuring in the organization and improve productivity. The largest obstacle these new forms of work have to overcome is the old belief that rigid work schedules provide efficiency.

112. Saseen, S.M. Part-time work and job sharing: here to stay. GAO Review, v19 n2 p11-13,38 Spring 1984.

With the changing work force, flextime and reduction in work hours are considered desirable. While thirteen percent of the men in the work force choose to work part-time, thirty percent of the women, one fifth of whom are in professional or managerial occupations, choose part-time work. The large majority of these workers choose voluntarily part-time work. Job sharing and permanent part-time can be applicable to high-level jobs. The level of those persons is growing in government, but has been growing more slowly in private industry. Advantages include: 1) better balance between career and home, 2) more easily met affirmative action goals, 3) recruitment of mature and reliable employees, 4) lower personnel costs and 5) increased productivity. Disadvantages include: 1) supervision is more difficult, 2) unions oppose it, 3) fringe benefits are higher per capita, 4) career paths are harder to follow, and 5) training is more expensive per labour hour.

113. Schroeer, S.G. Alternative workstyles: a solution to productivity problems? Supervisory Management, v28 n7 p24-30 July 1983.

In response to attitudinal changes regarding work and time and differing economic needs, various forms of alternative workstyles have become more widely accepted. Managerial concerns such as the need for additional planning and the loss of managerial control are discussed.

114. Scott, Angel. Equal shares. Times Educational Supplement, n3518 p18 Dec. 2, 1983.

*115. Scotton, Lindsay. Job-sharing needn't mean half the pay cheque, professor says. Toronto Star, October 6, 1984.

A University of Michigan philosophy professor explains why it is urgent that society reorganize its concepts of work and leisure. He proposes a rotating work schedule -- six months on and six months off -- to alleviate the threat of chronic unemployment. He suggests that during the time they are not earning regular wages, people could work in agricultural or craft collectives, learn another skill, take courses, spend more time with their families or start up their own businesses.

116. Shanks, Katherine. Working less and enjoying it more: alternative work schedules. Wilson Library Bulletin, v59 n2 p106-08,158 October 1984.

This article explores three forms of alternative work schedules that research has shown improve job performance and decrease absenteeism: flextime (starting and stopping times vary within limits); permanent part-time employment (regular employment carried out during shorter working hours); and job sharing (two or more part-time employees share one full-time job).

117. Share work? no, create it: the idea of work-sharing is spreading; it is a delusion. Economist (London), v267 p87-8 May 6 1978.

118. Solve unemployment problem by job sharing, Axworthy says. Globe and Mail (Toronto), p1 August 8, 1983.

119. Split benefits from split work. B.C. Business Magazine, v12(9) p7 September 1984.

120. Steenge, A.-M., and N. Perozzo. Job sharing: a creative option. (with French summary) Canadian Home Economics Journal, v34 p128-129 Summer 1984.

121. Syrett, M. How to make job sharing work. Personnel Management, v14 n10 p44-47 October 1982.

This article discusses a grant now being offered by the U.S. government to those employers willing to employ a person on the unemployment rolls in a part-time position.

122. Teachers to look at job sharing. Halifax Chronicle Herald, p5 March 15, 1983.

123. Thomas, E.G. Update on alternative work methods. Management World, v11 n1 p30-32 Jan. 1982.

This article presents the results of a survey comparing three alternative work scheduling patterns -- flextime, job sharing and the compressed work week.

*124. Tugwell, Claudia. Job sharing in the math classroom. Manitoba Mathematics Teacher, v11 n3 p43-44 March 1983.

In a paper presented at the annual meeting of the National Council of Teachers of Mathematics, the author discusses the concept of job sharing and its prospects as a growing alternative in the work force. A practical example of how such an arrangement might work in a math classroom is presented.

*125. Voluntary part-time teaching and job sharing plans. A Provincial Overview, v5 n3 p2 January 1984, and Canadian School Executive, v4 n5 p33 November 1984.

An Ontario Education Relations Commission review of 160 Ontario teacher collective agreements covering the period 1982-83 found 15 agreements which provided for voluntary part-time teaching and 10 agreements which offered an opportunity for job sharing. Details of the arrangements are discussed.

126. Wallace, J. Job sharing: the new way to work part time. Chatelaine, v57 p52, 104-105, March 1984.

*127. Waugh, Audrey . How to have your cake and eat it too: half-time partner teaching. Prime Areas, v21 n3 p47-48 Spring 1979.

The practicalities of sharing a job are discussed.

128. We must share jobs top economist says. Toronto Star, pA1 September 23, 1984.

129. White, J. Job sharing: sharing the wealth or sharing the poverty? Canada and the World, v49 p18, 20-21, January 1984.

130. Young, W.M. Innovations in work patterns. Personnel Review, v10 n3 p23-30 1981.

Types of innovations in work patterns in Britain include: staggered working hours, compression of work day and week, part-time employment, job sharing, and flexible working hours. The effects of these innovations on productivity, benefits, supervisory functions, supply and demand, family relations and health are discussed.

131. Zalusky, John L. Alternative work schedules: a labor perspective. Journal of the College and University Personnel Association, v28 n3 p53-56 Summer 1977.

The compressed work week, flexitime, and job sharing are discussed from the labour perspective. The author suggests that it is unlikely that unions will endorse flexible work arrangements that jeopardize the eight-hour-day concept.

BIBLIOGRAPHIES IN EDUCATION SERIES

NO.	DATE	SUBJECT AND ERIC NUMBER	STATUS	ADDENDA
1	June 1969	Pre-Service Teacher Education in Canada ED 034 726	(o/p)	Oct. 1971
2	June 1969	School Dropouts	(o/p)	Feb. 1971
3	Oct. 1969	Flexible Scheduling in Secondary Schools	(o/p)	Nov. 1972
4	Nov. 1969	Computer Uses in Instructional Programs ED 034 728		
5	Dec. 1969	Microteaching ED 036 480	(o/p)	
6	Jan. 1970	Reporting to Parents	(o/p)	
7	Feb. 1970	Teacher Aides ED 037 406	included in No. 16	
8	March 1970	Sex Education	(o/p)	
9	April 1970	Disadvantaged Children in Canada ED 041 965	(o/p)	
10	June 1970	School Year Plans	(o/p)	Jan. 1972 Oct. 1973
11	Aug. 1970	Education Finance in Canada	(o/p)	
12	Oct. 1970	Independent Study ED 045 585	(o/p)	
13	Nov. 1970	Individualized Instruction ED 046 881	(o/p)	
14	Nov. 1970	Histories of Teachers' Associations in Canada	(o/p)	
15	Dec. 1970	Differentiated Staffing ED 045 608	(o/p)	
16	Dec. 1970	Paraprofessional School Personnel ED 048 102	(o/p)	
17	Jan. 1971	Open Area Schools ED 128 890	(o/p)	Dec. 1971
18	Feb. 1971	Parent Involvement in School Programs ED 054 270	(o/p)	
19	March 1971	Behavioral Objectives in Education ED 051 127	(o/p)	
20	April 1971	Teacher Workload ED 054 060	(o/p)	
21	May 1971	Merit Rating ED 057 433	(o/p)	
22	June 1971	Team Teaching ED 055 044		
23	Oct. 1971	Collective Bargaining for Teachers	(o/p)	
24	Dec. 1971	Training Teachers for Inner City Schools ED 058 172		
25	Dec. 1971	Systems Analysis in Education ED 058 171		
26	Jan. 1972	Community Colleges		
27	March 1972	School Discipline ED 064 771		
28	May 1972	Early Childhood Education ED 069 366	(o/p)	
29	June 1972	Teacher Evaluation ED 069 607	(o/p)	
30	Oct. 1972	Intercultural Education -- Indians and Eskimos of North America	(o/p)	
31	Dec. 1972	Community Schools ED 086 695	(o/p)	
32	Feb. 1973	Principals and Vice-Principals	(o/p)	
33	April 1973	Tenure ED 077 863		
34	May 1973	Teacher Autonomy and Teacher Decision Making ED 077 864	(o/p)	
35	June 1973	Paraprofessional School Personnel	(o/p)	
36	Sept. 1973	Differentiated Staffing	(o/p)	
37	Oct. 1973	Secondary Education	(o/p)	
38	Nov. 1973	Independent Study		
39	Dec. 1973	The Practicum in Teacher Education		
40	Jan. 1974	Microteaching		
41	Feb. 1974	Interaction Process Analysis		
42	March 1974	Supervision		
43	April 1974	Elementary Education ED 099 144		
44	May 1974	Moral and Values Education ED 097 269		

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45	June 1974	Behaviour Modification ED 102 316		
46	Sept. 1974	Work Experience and Cooperative Education Programs ED 102 315		
47	Oct. 1974	Education Finance in Canada		
48	Nov. 1974	Curriculum Development in Canada	(o/p)	
49	Jan. 1975	School Discipline ED 105 608		
50	Feb. 1975	Junior High and Middle Schools ED 105 607		
51	Mar. 1975	Principals and Vice-Principals ED 114 995		
52	May 1975	Teacher Evaluation ED 110 447		
53	June 1975	Continuing Education for Teachers ED 115 652		
54	Oct. 1975	Tenure		
55	Nov. 1975	Teacher Education Programs for Native People ED 120 173		
56	May 1976	Open Area Schools ED 127 303		
57	Sept. 1976	Industrial Relations in Canada		
58	Oct. 1976	Pre-Service Teacher Education in Canada	(o/p)	
59	Jan. 1977	Evaluation of Student Teachers ED 137 226	(o/p)	
60	Feb. 1977	Community Schools		
61	Sept. 1977	Pupil Transportation and School Bus Safety in Canada ED 149 472		
62	March 1978	Education Finance in Canada ED 154 538		
63	May 1978	Teacher Workload ED 161 827		
64	July 1978	Selection of Teachers and Student Teachers ED 178 462		
65	August 1978	Principals and Vice-Principals ED 168 163	(o/p)	
66	Oct. 1978	Tenure ED 168 173		
67	Nov. 1978	School Year Plans ED 170 875		
68	Dec. 1978	Decisionmaking in Education ED 170 934		
69	April 1979	Mastery Learning ED 171 682		
70	Sept. 1979	Teaching French as a Second Language in Canada ED 191 294		
71	June 1980	Part-Time and Substitute Teaching		
72	July 1980	Declining Enrolment		
73	Sept. 1980	Special Education in Canada - Bilingual ED 210 865		
74	Dec. 1981	Teacher and Administrator Evaluation ED 214 900		
75	Sept. 1982	Teacher Stress ED 222 459		
76	April 1983	Principals and Vice-Principals ED 233 503		
77	May 1984	Teacher Effectiveness Research Part I - General Works ED 249 192		
78	May 1984	Teacher Effectiveness Research Part II - Specific Topics ED 249 193		
79	Nov. 1985	Job Sharing for Teachers		

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